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DD/S 68-1842

12 Apr 68

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of Midcareer Executive Development Course

REFERENCE : Memo dtd 20 Mar 68 for DDS Sr. Trng Officer  
frm DTR, same subject

1. We have reviewed Support Directorate participation in the Midcareer Executive Development Course and its requirements in terms of selectivity, frequency, content and duration. The following information/suggestions are offered:

2. The selection criteria as outlined in  appear to be appropriate for the stated purpose of the Midcareer Program, interpretation of the criteria has perhaps not been uniform and in some individual cases the individual selected has, for one reason or another, not risen above midcareer level.

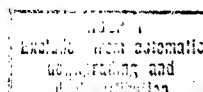
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3. Recognizing that the criteria are appropriate, it is recommended that they be strengthened through a change in the wording to "... who has the potential for promotion to GS-15 or higher and the expectation by the Head of the Career Service that he will, in fact, be promoted to that grade." Exception to the promotability requirement may be desirable but should be specifically justified and approved by the Deputy Director for Support.

4. The age and grade criteria seem to be altogether proper. In the Support Directorate the age and grade levels have been high because of a desire to provide this training to junior GS-14 careerists and to those approaching the higher age limit before the limits are exceeded.

5. There is little doubt that the Midcareer Executive Development Course is of value as an executive development vehicle. In the first five

SECRET



SECRET

presentations of this course there were 39 participants from the Support Directorate; five were GS-14 and 34 were GS-13. All but eight of this group are now GS-14 or GS-15. Eight who were grade GS-13 at the time they attended the course are still grade GS-13. All eight have been in grade at least seven years and two of them for 12 years. This would tend to indicate that they were not truly senior officer material and should not have been selected as participants. It is possible that at the time they were selected they were considered to be truly midcareerists but for many reasons are not now expected to reach senior officer level. In addition to the more positive value of the Executive Development Program, a side benefit accrues from the need to focus attention on promising GS-13 (comers) through the selection process.

6. Inclusion of the Advanced Planning and Management Course, it is believed, unnecessarily extends the duration of the course. The aim of the Midcareer Executive Course is to "give the officer taking it an opportunity to widen his understanding of the Agency, the U.S. Government, and of international affairs." It should be included as a part of the Midcareer Program as a definite value to midcareerists but not in the Midcareer Course itself.

7. Running of the course four times per year meets the requirements of the Support Directorate at this time. As more senior personnel are given the opportunity to take the course and the backlog eliminated, it is believed nominees will normally be selected at GS-13 and in the middle of the age limits.



John W. Coffey  
Acting Deputy Director  
for Support

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